

# Selected Brookings Educational Programs for Federal Executives 1972-73

[REDACTED]  
*for management and  
program executives*

ILLEGIB

[REDACTED]  
*on business  
in contemporary society*

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[REDACTED]  
*for science executives*

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*new dimensions  
in executive education . . .*

to give government leaders a heightened awareness  
of the national and international environment in  
which public policy issues are defined and resolved



THE BROOKINGS INSTITUTION

A National Center for Advanced Study  
Washington, D.C.



The Brookings Institution's educational programs for government executives are undertaken in cooperation with federal departments and agencies, academic organizations, and business corporations by the Institution's Advanced Study Program, directed by James M. Mitchell. A substantial portion of the programs offered are designed to give federal executives opportunities to gain increased understanding of significant public policy issues. Others provide neutral forums where government and business leaders can meet to explore the respective roles of government and business in contemporary society. The programs which the Institution offers for 1972-73 are a continuation of these unique efforts in leadership education.

## Executive Education: The "Conceptual Dimension"

As evidenced by recent directives on executive development, the federal government is becoming increasingly aware of the need for more professional growth for its key executives. It is widely accepted that such growth is crucial to accommodate to the changing policies that are a necessary response to our dynamic society. In addition to technical, administrative, and human relations skills, today's federal executive must be proficient in conceptual skills—the least understood but most important area of growth for an executive. Conceptual growth deals with the executive's ability to understand the forces affecting his/her environment. Such knowledge is a vital ingredient in comprehending the interrelationships of federal programs and societal needs. It is essential in establishing objectives for and evaluating the results of government programs. The Advanced Study Program's conferences contribute to the conceptual growth of key federal executives by providing enhanced understanding of the total environment in which they are challenged to operate.

Requests for information and nomination forms should be addressed to:

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Six two-week conferences for senior government management and program executives will be conducted during 1972-73. Five conferences will be conducted in Williamsburg or Virginia Beach, Virginia; one will be held in the Denver/Colorado Springs area. They will provide opportunities for stimulating study, analysis and discussion of major issues in public policy. Emphasis will be on the fundamental political, social, and economic factors that affect these issues and their resolution.

Each participant group will comprise individuals who occupy positions of leadership in their respective governmental organizations. Participants will be encouraged to share and critically examine their ideas and experiences on the subjects under examination. Resource leaders from leading academic institutions, government, and various elements in the private sector of society will serve principally as catalysts for each participant group, providing essential information, opening important issues and advancing new perspectives. Seminars will be informal and off the record in order to maximize the interchange of information and ideas. Conferences will be held on the following dates:

**October 1-13, 1972**  
**December 3-15, 1972**  
**January 14-26, 1973**  
**February 18 - March 2, 1973**  
**April 1-13, 1973**  
**May 13-25, 1973 (Colorado)**

The conference fee is \$800 and covers tuition, reading materials, and related educational costs. Excluded are American Plan hotel costs and travel to and from the conference location. Nominees should be in grades GS-16 to GS-18, or equivalent. GS-15's will be considered on an exception basis.

### SAMPLE PROGRAM: Management and Program Executives Conference

February 6-18, 1972  
(Partial Listing)

**The Return of Mr. Jefferson**  
Dumas Malone  
*University of Virginia*

**The Court, the Constitution  
and Public Policy**  
Victor Rosenblum  
*Northwestern University*

**Political Dynamics**  
Wallace S. Sayre  
*Columbia University*

**Law and Justice in an Urban  
Society**  
J. Woodford Howard  
*Johns Hopkins University*

**New Policies for Urban Growth**  
Leo Molinaro  
*American City Corporation*

**Congressional Influence in the  
Political Processes**  
Randall Ripley  
*Ohio State University*

**Government and the Press**  
Peter Lisagor  
*Chicago Daily News*

**Congressional-Executive Relations**  
Harvey Mansfield  
*Columbia University*

**The Current Economic Crisis**  
William Butler  
*Chase Manhattan Bank*

**International Monetary Problems  
and World Trade**  
Robert Solomon  
*Federal Reserve Board*

**Labor, Technology and  
Public Policy**  
Guy Tyler  
*International Ladies' Garment  
Workers' Union*

**Natural Dimensions of the  
Environmental Crisis**  
William Cooper  
*Michigan State University*

**Science, Technology and  
Social Change**  
Everett Hagen  
*Massachusetts Institute of Technology*

**The State of Welfare**  
James R. Dumpson  
*Fordham University*  
*Former Welfare Commissioner,  
City of New York*

**U.S. Policy in Asia**  
Ralph Clough  
*The Brookings Institution*

**The Behavioral Sciences and  
Management**  
Mason Haire  
*Massachusetts Institute of Technology*

**U.S. Policy in the Middle East**  
Richard Nolte  
*Institute for World Affairs*

**The Congress and Foreign  
Relations**  
Francis O. Wilcox  
*Johns Hopkins University*

Five one-week conferences are held in selected cities in which the corporate offices of major U.S. business firms are located. The conferences are designed to broaden perspectives on the role of business in American society and on the international scene.

Senior government executives meet with the officers of nine or ten leading corporations to explore the philosophy and operations of the corporation, the development and execution of corporate policies, the responsibilities, motivations and outlook of corporate officials, and the impact of government on the private sector of the economy. Supplementing this first-hand exposure to the world of corporate management are occasional dinner sessions with thoughtful observers of economic, social and political trends in contemporary society.

Preparatory readings are a part of the program but the heart of the educational process is informal and frank discussion. Dates and locations of the 1972-73 conferences are as follows:

**September 24-29, 1972**  
Minneapolis/St. Paul

**December 3-8, 1972**  
Houston/New Orleans  
(part of week in each city)

**February 4-9, 1973**  
San Francisco

**March 18-23, 1973**  
New York

**May 6-11, 1973**  
St. Louis

The conference fee is \$450, and covers tuition, reading materials, group meals and related educational costs, excluding lodging and travel to and from the conference city. Nominees should be in grades GS-16 to GS-18, or equivalent. GS-15's will be considered on an exception basis.

#### **SAMPLE PROGRAM:**

##### **Conference on Business**

##### **In Contemporary Society**

*Pittsburgh, October 31 - November 5, 1971*

##### **Pittsburgh's Socio-Economic Setting**

Jack A. Wolford, M.D.

Chief of Social Psychiatry

University of Pittsburgh

##### **Allegheny Ludlum Industries**

Economic, social and political forces for change in the steel industry

President Ahlbrandt and

officers of the company

##### **North American Rockwell Corporation**

Corporate growth through acquisitions, internal development, and international expansion

Vice Presidents MacLeod,

Henry and Kight

##### **Koppers Company**

Organizing for change  
Chairman Byrom and top policy executives

##### **Business and Community Development**

John J. Grove, Allegheny  
Conference on Community  
Development

##### **Mellon National Bank and Trust Company**

The challenge to commercial banking in supporting a viable financial system

President Higgins and senior bank officials

##### **Westinghouse Electric Corporation**

Shaping corporate strategies for a diversity of markets

Vice Chairman Evans and  
officers of the company

##### **PPG Industries**

Field trip to Harmarville Glass  
Research Center

Vice President Carpenter and  
research specialists

##### **H. J. Heinz Company**

Management development for  
world-wide company operations

President Gookin and senior  
executives

##### **Gulf Oil Corporation**

Production, diversification, nuclear  
power investments, and relation-

ships with foreign governments

President Dorsey and senior  
corporate executives

##### **American Labor in the Seventies**

Joseph P. Maloney

United Steelworkers of America

##### **Dravo Corporation**

Public service roles of manage-  
ment, corporate growth and de-  
velopment, and government inter-  
vention in business

President Dickey and senior  
executives of the company

Four six-day conferences for senior scientists, administrators of science programs, and engineering executives will be conducted in Williamsburg, Virginia, during 1972-73. These conferences will consider broad questions of the relationships of science and technology to public policy.

Each participant group is comprised of senior science executives, including the biological, engineering, mathematical, medical, physical and social sciences, from both government and business. The meetings provide an opportunity for these executives to meet in an educational setting—free of operational stresses—to reflect on and discuss national science policy and American society. Nationally prominent academicians and leaders from public and private life serve as speakers and resource persons. Each session is off the record and encourages an exchange of ideas drawing on participant knowledge and experience, analysis of background readings, and views of the speaker. Conferences will be held on the following dates:

**September 17-22, 1972**

**November 12-17, 1972**

**January 7-12, 1973**

**March 25-30, 1973**

The conference fee is \$450 and covers tuition, reading materials, and related educational costs. Excluded are American Plan hotel costs and travel to and from the conference location. Government nominees should be in Grades GS-16 to GS-18 or equivalent. GS-15's will be considered on an exception basis.

#### **SAMPLE PROGRAM:**

##### **Conference for Science Executives on National Science Policy**

*March 26-31, 1972*  
(Partial Listing)

##### **Government in a Free Society: Liberty and Order**

Harold W. Chase  
Professor of Political Science  
University of Minnesota

##### **Technology, Labor Trends, and Public Policy**

Guy Tyler  
Assistant President  
International Ladies' Garment  
Workers' Union

##### **Science and Technology for Society's Needs**

Joel A. Snow  
Deputy Assistant Director for  
Science and Technology  
National Science Foundation

John S. Coleman  
Executive Officer  
National Academy of Sciences—  
National Research Council

##### **Technology and National Security**

Gus D. Dorough, Jr.  
Deputy Director, Research and  
Advanced Technology  
Department of Defense

##### **Man's Social and Economic Uses of Space**

William Warntz  
Professor of Theoretical Geography and  
Chairman, Department of Geography  
University of Western Ontario, Canada

##### **Science and Technology Policies and Issues: The Congress and Congressional Staff**

Thomas Ratchford  
Committee on Science and  
Astronautics  
U.S. House of Representatives

James J. Gehrig  
Committee on Aeronautical and Space  
Sciences, U.S. Senate

##### **Government-Business-Universities and Science and Technology**

J. Herbert Hollomon  
Consultant to the President  
Massachusetts Institute of Technology

##### **Science Policies and Issues: Coordination of Science Programs**

Hugh Loweth  
Assistant Chief for General Science  
Office of Management and Budget

##### **Prospects for Survival of Man**

John R. Platt  
Professor of Physics  
University of Michigan

##### **The Environmental Crisis**

William E. Cooper  
Population Ecologist  
Michigan State University

The Brookings Institution is a nonprofit organization devoted to research, education, and publication in economics, government, foreign policy, and the social sciences generally. In its research its role is that of independent analyst and critic, committed to publishing its findings for the information of the public. In its conferences and other activities, it serves as a bridge between scholarship and public policy, bringing new knowledge to the attention of decision makers and affording scholars a better insight into policy issues.

The Institution's Advanced Study Program is a unique educational organization devoted to leadership education in both the public and private sectors of society. Its origins date back to 1954 when Brookings asked a group of educators and government officials to determine how it might provide opportunities for top-level federal executives to explore public policy issues with individuals possessing special kinds of expertise. Following the successful completion of a series of experimental conferences at Williamsburg, Virginia, the Institution established a formal educational division in 1959. Over the past decade, the Advanced Study Program's activities have been expanded to include programs for members of Congress and their staffs, leaders from business, labor, the professions, and state and local governments.

**Douglas Dillon** Chairman, Board of Trustees  
**Kermit Gordon** President  
**James M. Mitchell** Director, Advanced Study Program

